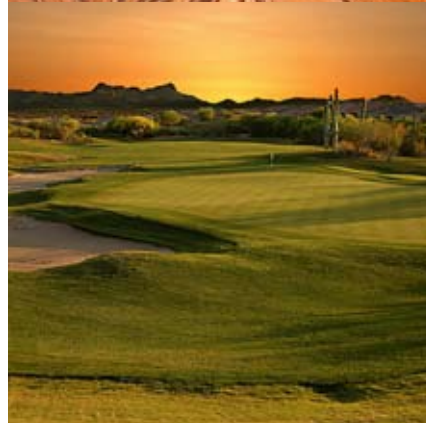


Fiscal Year 2009 Annual Report



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## Letter from the Director – Sherry Henry

It was clear that Fiscal Year 2009 (FY09) brought new challenges to the Arizona travel and tourism industry. We battled issues from the down economy, dramatic changes in travel habits/decisions, to the negative perception of meetings and conventions. Adding to our challenges were the considerable budget cuts to our agency's program of work. It was also clear that these challenges did have an effect on visitation and direct spending conducted by our visitors in 2008.

However, I assure you that even in the face of these obstacles the Arizona Office of Tourism continued to maximize every available dollar in FY09 to continue with critical programs. These efforts then helped us to attract visitors to our state to discover Arizona's diverse culture, glorious history and vibrant scenery.

The collective efforts by AOT and our industry partners throughout the state brought 37.4 million domestic and international overnight travelers to Arizona in 2008. These visitors spent \$18.5 billion in hotels, resorts, shops, restaurants and attractions across Arizona contributing significantly to our state's economic strength. Although this is a slight decline from the previous year, the trend line during the past six years for the tourism industry shows a consistent and steady increase of growth (39 percent) since 2002, solidifying the fact that tourism continues to be one of Arizona's most stabilizing, blue-chip industries.

In the following pages of our FY09 Annual Report, you will find exactly how the Arizona Office of Tourism worked diligently with our partners to achieve these results for the Grand Canyon State.

These efforts included many research-based projects such as the Mexican Visitors to Arizona: Visitor Characteristics and Economic Impacts 2007-08 study. This year-long initiative provided vital information about the Mexican visitor for our industry's marketing purposes. More information about this study can be found in the Achieving Effective Results section of this report.

In addition to our research, we developed strategic marketing campaigns, including online tactics, which broadened the awareness of Arizona as a leading travel destination. We also continued to offer our long-standing grant programs to enable both urban and rural communities to market and develop their tourism offerings. Since tourism is a key revenue driver for all 15 counties in Arizona, it's vital that we continue to support our communities with their tourism initiatives. More information can be found in the Marketing the Grand Canyon State section of this report.

It is certain that we are in challenging times, but no less exciting! There are many great opportunities ahead for us including the forthcoming Arizona Centennial. Our agency is working closely with the Arizona Centennial Commission to ensure this event is enjoyable for residents and visitors! We will keep you updated on our Centennial activities.

As we carry on with our program of work for FY10 using our, research-based marketing efforts, trade shows, sales and media missions, co-operative programs and community development we can be certain that we can achieve our ultimate goal: To bring visitors to Arizona to contribute to our state's economy vitality.

Sincerely,

A handwritten signature in black ink that reads "Sherry Henry". The script is fluid and cursive.

Sherry Henry  
Director  
Arizona Office of Tourism





## **AOT Mission**

The Arizona Office of Tourism enhances the state's economy and the quality of life for all Arizonans by expanding travel activity and increasing related revenues through tourism promotion and development.

## **AOT Vision**

Lead the way in branding Arizona.

## **AOT Values**

**INTEGRITY.** We will always, to the best of our ability, honor our commitments and carry out our work according to the highest personal and professional standards.

**LEADERSHIP.** We will provide leadership and unify the industry in marketing and tourism initiatives to the state.

**ACCOUNTABILITY.** We are responsible to the people of Arizona for the effective, efficient, and appropriate use of our resources. We are committed to being good stewards of these resources.

**QUALITY.** We strive to make every product, service, and interaction the best it can be.

**CUSTOMER SERVICE.** We highly value our customers. We will listen to them, be responsive to their needs and preferences, do our best to provide them with service that exceeds their expectations, and share our passion for Arizona with them.

**RESPECT.** We will demonstrate respect for each other, for our state, its lands and its people.

## AOT Core Strategies

**PEOPLE.** Recognize, reward and value our people as our key assets.

**PROMOTION.** Market the full Arizona experience through a unified message on a global scale.

**COMMUNICATION.** Communicate clearly and listen effectively to all AOT audiences.

**INNOVATION.** Be on the leading edge of our industry-using the latest research, marketing techniques and technology.

## Agency Goals

**PEOPLE.** Foster a work environment that promotes personal and professional growth. Develop a corporate culture that prioritizes the gathering and sharing of market intelligence. Expect all staff members to passionately engage in the vision of the Arizona Office of Tourism and the values that define the Agency.

**PROMOTION.** Strategically market Arizona tourism experiences.

**COMMUNICATIONS.** Strengthen and communicate Arizona's Brand. Implement an integrated strategy that communicates to all audiences the importance of tourism as a key economic driver. Educate AOT's constituents through traditional and innovative methodologies to maximize the economic impact of tourism.

**INNOVATION.** Establish a technology platform for all programs of work to extend the Agency's reach and impact. Create a blueprint for Sustainable Tourism. Lead the way in innovative marketing and tourism initiatives in the state.





## AOT Brand Promise

As the leader in Arizona's tourism industry, AOT is committed to building the brand architecture that will define the Grand Canyon State as a premier travel destination. In FY10, AOT will continue to focus on the development of a fully integrated marketing plan which includes strategies and tactics for all AOT campaigns that will ensure the state's tourism industry will continue to thrive.

## Strategic Brand Promise:

Inspiring Unforgettable Southwest Moments

## Strategic Brand Dimensions:

Unexpectedly Exhilarating Signature Scenery

Rejuvenating Open-Air Lifestyle

Timeless Discoveries

Vibrant Variety







## Achieving Effective Results

Below are results from the 2008 Economic Impact of the Arizona Tourism Industry and Visitation statistics.

### 37.4 Million\*

Total Visitation to Arizona in 2008

- Domestic: 32.4 million
- International: 5 million

### \$18.5 Billion\*\*

Total direct visitor spending in Arizona in 2008

### 80%\*\*

Non-Arizona residents produced 80% of travel and tourism spending in 2008 which represents new money imported into Arizona's economy

### \$51 Million

Daily contribution to Arizona's economy because of travel and tourism in 2008

### 166,900 Jobs\*\*

Traveler spending directly generated 166,900 jobs in 2008

### \$5 Billion\*\*

Direct traveler spending generated \$5 billion in earnings in 2008, a 42% increase since 2002

### \$2.6 Billion\*\*

In 2008, visitor spending generated \$2.6 billion in local, state and federal tax revenues, which equates to \$1,080 per Arizona household

### \$180\*\*\*

For each \$1 spent, AOT generates \$180 in direct travel spending; \$14.95 in state and local taxes, including \$8.08 in state taxes.

For a more detailed look into the economic impact of the Arizona travel and tourism industry, please refer to the full Economic Impact of the Travel Industry in Arizona report at [www.AZOT.gov](http://www.AZOT.gov).

\*Sources: Tourism Economics, 2007-08 Mexican Visitors to Arizona, US Department of Commerce – Office of Travel & Tourism Industries, and Statistics Canada

\*\*Source: Dean Runyan Associates

\*\*\*Source: Longwoods International

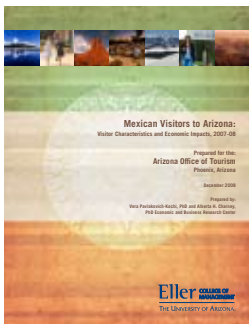
## Building a Solid Foundation

*Research and Strategic Planning Division – The Research division is based on the Three Es: Educate, Execute and Evaluate. Through these methods, the division drives the strategic goals of AOT and continually redefines AOT's research capabilities through the use of technology to better understand and reach targeted visitors, with an overall goal of achieving the maximum return on investment.*

*The division monitors tourism indicators, acting as a clearinghouse for tourism data in order to enhance marketing efforts and evaluate performances in reaching goals and objectives. Results of on-going and special research studies are available on [www.AZOT.gov](http://www.AZOT.gov). AOT's internal Strategic Plan is also produced and managed under this division.*

*Additionally, AOT's research division collaborates with national and international partners to obtain a variety of research to enhance Arizona's role as a travel destination and emphasize how the travel industry benefits the state's economy. Below are key studies and surveys that contributed to the agency's research-based marketing efforts in FY09.*

### Mexican Visitors to Arizona Study



**PROGRAM DESCRIPTION:** A year-long study was conducted from June 2007 to July 2008 to determine the travel characteristics of the Mexican visitors, and establish their economic impact to the state. The ensuing report, the Mexican Visitors to Arizona: Visitor Characteristics and Economic Impacts 2007-08 study, revealed how statewide collaborative marketing efforts

encouraged Mexican residents to experience Arizona as a premier travel destination.

The study, first of its kind since 2001, was managed by the University of Arizona Eller College of Management Economic and Business Research Center on behalf of AOT, Phoenix Sky Harbor International Airport, Metropolitan Tucson Convention and Visitors Bureau and Maricopa County destination marketing organizations (DMOs).

Through this initiative, AOT found that a total of 24 million Mexican residents visited Arizona within the 12-month period, up from 23 million in 2001. An estimated \$2.69 billion was spent by Mexican visitors, a 214 percent increase from 2001 (in current dollars). This is

due in part to: an increase in overnight visitation; an increase in the number of visitor parties; and the value of the Mexican peso during the year of the study. This can also be attributed to the increased marketing efforts by AOT and industry partners to encourage Mexican visitors to explore Arizona as a vacation destination.

This report validates the hard work accomplished by the Arizona tourism industry to attract the Mexican tourist, and reveals the importance this visitor has to our state's economic vitality.

To find the complete report, visit [www.AZOT.gov](http://www.AZOT.gov) or [www.ebr.eller.arizona.edu/research](http://www.ebr.eller.arizona.edu/research).

#### GOALS:

- Attain the most up-to-date travel data and demographics on the Mexican visitor and the economic impact these visitors have to the state of Arizona.

#### ACTIONS:

- UofA contracted with professional interviewers to conduct surveys of Mexican residents as these visitors were leaving Arizona to return home to Mexico.
- The survey was conducted in Spanish at all of the six border land ports of entry (Douglas, Lukeville, Naco, Nogales, San Luis, Sasabe), and two international airports (Phoenix Sky Harbor International and Tucson International airports).

#### RESULTS:

- **Key findings of the report include:**
  - The \$2.69 billion in direct spending created nearly 23,400 direct jobs and paid \$527 million in direct wages in Arizona. These jobs were created in eating and drinking establishments, retail establishments and other spending-related sectors that directly service Mexican visitors. These visitors generated an additional 7,000 jobs in Arizona in 2007-08.
  - Mexican visitors' direct spending in Maricopa County was \$694 million, which represents 26 percent of the total spending in 2007-08 compared to 4 percent in 2001. This is the largest percent increase in direct spending compared to other Arizona counties.
  - \$976 million was spent by Mexican visitors in Pima County. This represents 36 percent of the total spending in 2007-08 which is the largest portion of direct spending compared to other Arizona counties.
  - The complete study can be found on [www.AZOT.gov](http://www.AZOT.gov).



## Community Surveys

**PROGRAM DESCRIPTION:** AOT conducts community visitor surveys with the Arizona Hospitality Research and Resource Center (AHRRC) at Northern Arizona University (NAU). The communities selected for FY09 were Flagstaff, Prescott and Globe-Superior. NAU worked with the representatives in each of the communities to educate them on the proper way to gather the data from visitors. Once completed, the final reports provide AOT and the communities with vital information on where their visitors are coming from, when they are coming, how long they are staying and what they are doing while visiting the area. The data allows tourism officials to identify areas of opportunity, develop highly-targeted marketing initiatives and provide key- decision makers with concrete research about the economic importance of tourism to these communities.

### GOALS:

- Gather more reliable local visitor profile data than is available from statewide or national panel surveys.

### ACTIONS:

- Surveyors were placed in key visitor areas within the community of Flagstaff. The information gathered will assist the Flagstaff Convention & Visitors Bureau with targeted marketing, product development, and advocacy for an industry that is critical to the health of the local and regional economy.

### RESULTS:

- For Flagstaff, a total of 1,068 surveys were collected from various locations within Flagstaff over a 12-month period (April 2008 through March 2009) a more than sufficient sample size to provide reliable results. For complete survey details, visit [www.AZOT.gov](http://www.AZOT.gov).
- The Community Surveys for the Prescott and Globe-Superior areas have not yet concluded. Check back to [www.AZOT.gov](http://www.AZOT.gov) for results.





## Arizona Air Traffic Analysis Tool

**PROGRAM DESCRIPTION:** AOT teamed up with Dean Runyan Associates to provide an air traffic analysis tool to constituents. This analysis tool helps to track visitors who travel to Arizona by air and helps to identify the largest air visitor markets and evaluates changes in air visitation. Users can focus on Arizona destinations or the origin markets that most interest them, compare multiple destinations and multiple origins, and take market size and distance into consideration.

Analyzing air travel is valuable because most visitors from distant markets arrive by air, and air travelers often have desirable expenditure patterns. Keep in mind however that air visitation is influenced by many factors-- general economic conditions, airfares, population growth, and capacity (available seats) are among the most important.

### GOALS:

- Provide an effective air traffic analysis tool to assist AOT constituents to identify key air visitor markets and monitor changes in air travel.

### ACTIONS:

- In 2009, AOT promoted the Air Traffic Analysis Tool to constituents through the Web page, <http://www.deanrunyan.com/AZAirTraffic/AZAirTraffic.html>.

### RESULTS:

- AOT's Air Traffic Analysis Tool is available to communities to gain a better understanding of air traffic to their region.

## VisaVue Program\*

**PROGRAM DESCRIPTION:** The Visa credit card company introduced VisaVue® Travel, a new service that provides government agencies, hotels, airlines and other organizations within the U.S. tourism industry with insights into spending by international visitors to the U.S. Visa explains that "the new service will enable subscribers to tailor their marketing and promotional strategies and budgets based on up-to-date information about international spending on Visa payment card transactions."

### GOALS:

- Attain and analyze international visitor spending in Arizona to gauge more accurately the spending of international travelers.

### ACTIONS:

- On a quarterly basis, Visa compiles information on overall international traveler's spending in the U.S. The data includes the following metrics:
  - Count of cardholders
  - Number of sales
  - Amount of sales
  - Size of average purchase
  - The data is broken into a matrix of traveler's country of origin versus state/CVB of destination spend activity.
  - Consumer versus Business activity is separately reported.Traveler spending is also captured and broken down into advanced segmentation.
- AOT uses the information to supplement information collected by the Office of Travel and Tourism Industries (OTTI), Statistics Canada, and AOT's Mexican Visitor Survey to analyze international visitor activity within Arizona to gain a better understanding of what this key visitor segment wants to see and do while in the Grand Canyon State.

### RESULTS:

- In 2008, U.S. Visa cardholders spent more than \$42.4 billion on their Visa payment cards in the top 225 destination countries, while international visitors spent more than \$52 billion on their Visa payment cards in the U.S., representing growth over 2007 spending.
- The greatest share of Americans' spending while abroad is in Canada, Mexico and the United Kingdom, with U.S. Visa cardholders spending a combined \$13.4 billion in those countries in 2008. General retail continues to be the biggest expenditure for travelers, representing 36 percent of Visa transactions by Americans in 2008, totaling more than \$15.8 billion.
- More specifically to AOT, as an example of the usefulness of the VisaVue Travel data, AOT is using the information to assist Arizona's international airport and country-specific carriers with program planning input. VisaVue Travel is also giving the agency insight into what travelers do when they arrive in Arizona, further helping to define components of promotional packages

\*Source: Visa Inc



## Marketing the Grand Canyon State

*The Advertising and Fulfillment division works to create a positive brand image for Arizona through a research-based strategic schedule of advertising aimed at stimulating interest and motivation levels of potential travelers in key target markets and customer segments. The division also fulfills requests for travel planning assistance, provides travel planning materials, disseminates regular correspondence for “opt-in” consumers and maintains comprehensive, informative Web sites to encourage extended visits to Arizona.*

*Additionally, the division is responsible for administering the Proposition 302 Maricopa County Grant, which is available to destination marketing organizations (DMOs) within Maricopa County. The grant program provides funding for tourism marketing activities such as advertising, public relations and travel industry marketing*

### Target Cities Campaign

**PROGRAM DESCRIPTION:** Each year, and as a complement to AOT's annual national campaign, the agency identifies key cities throughout the United States in which to execute the Target Cities campaign. While the objective of AOT's national campaign is to create awareness for Arizona, the Target Cities campaign emphasizes the Arizona brand messaging while inciting action among potential visitors, inviting them to travel to Arizona.

The Target Cities are chosen each year through a meticulous combination of statistics and indices from the following information: propensity to travel, flight data and flight costs, visitation data, concentration of individuals matching the target profile, consumer spending, media costs, competitive media spend or “noise” in each market, and propensity towards Arizona activities. Based on this combination of research and secondary consumer insights **Chicago**, **Denver**, and **Los Angeles** were selected as the target cities for FY09.

The campaign began at the end of January '09 and ran through March '09, complementing the seasonality of Arizona's visitation.

**TARGET AUDIENCE:** Creative was developed to strategically market to the overlapping interest of both AOT's two target audiences to effectively leverage the Target Cities campaign dollars and reach the broadest audiences.

**PRIMARY** – Affluent Boomers/ Empty Nesters  
Age: mid 40s to early 60s

HHI: \$75,000+

Older or no children (Empty Nesters)

**SECONDARY** – Generation X

Age: late 20s to early 40s

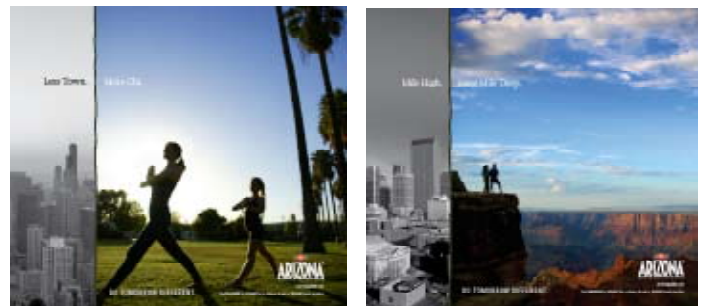
HHI: \$75,000+

No children

Subset: Generation X families with younger children

### GOALS:

- Increase visitation to Arizona from targeted cities by strategically layering the Target Cities campaign with AOT's national campaign to maximize the investment yet speak to each selected target city.
- Create a greater impact and opportunity for consumer engagement through strategic use of media vehicles and creative material.
- Encourage qualified traffic to AOT's consumer Web site, [www.Arizonaguide.com](http://www.Arizonaguide.com) increasing the site's usage as well as downloads/requests for the Official State Visitor's Guide (OSVG).



### ACTIONS:

- AOT worked in collaboration with Moses Anshell Advertising to develop creative that spoke directly to the consumer in each targeted city and depicted an activity that appealed to them.
- Visuals were created that portrayed stunning images of Arizona alongside black and white comparisons to the cities in which the targets lived. The idea was to juxtapose the boring day-to-day monotony of everyday life in black and white against the vibrant vacation opportunities in Arizona. In addition the headlines played off of familiar iconic elements in each city applying it to Arizona, for example “Less Town...More Chi” for Chicago.
- The tagline, “Do Tomorrow Different,” maintained the integrity





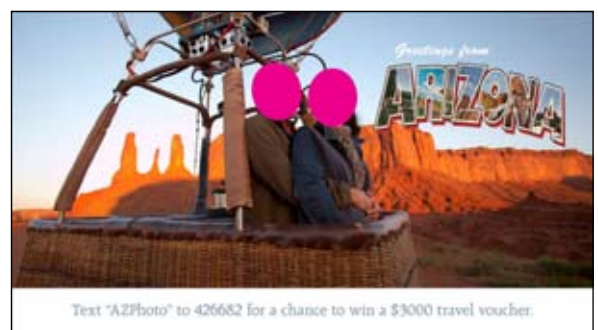
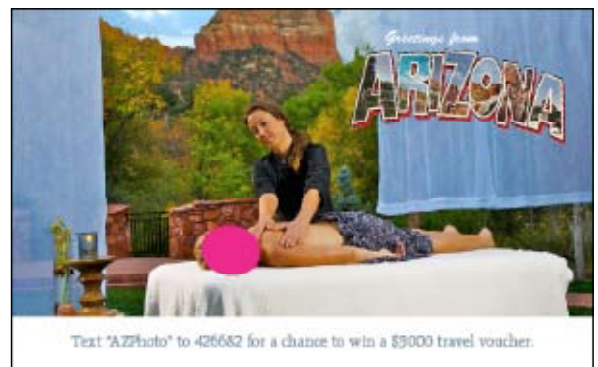
and tone of AOT's national campaign while creating more immediate reasons to visits – a strong call to action because of its brevity and understandability.

- An integrated media plan was developed and used across all three markets to reach consumers through multiple methods
  - Multi-platform cable television package which included :30 cable spots, Video on Demand (VOD), and online advertising
  - :30 radio spots in targeted programming.
  - High impact out-of-home creative executions and guerilla tactics
- Newspaper ads in the Sunday travel sections of major market newspapers, as well as targeted e-blasts.

#### RESULTS:

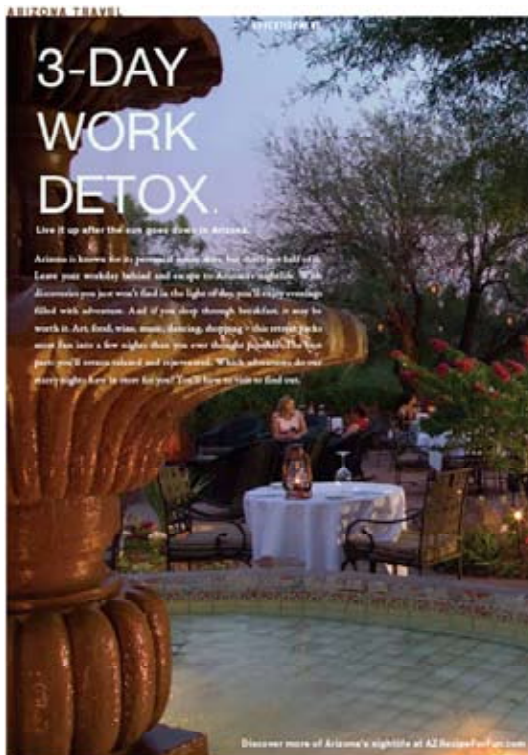
- The results of this campaign was based on the number of leads (requests for/downloads of the Official State Visitor's Guide) from the Target Cities, the number of sweepstakes entries, the amount of interaction/ engagement with the AOT Brand measure by time "spend viewing the VOD and the amount of earned media coverage garnered by public relations efforts. Results are below:
  - **12,620** leads from the Target Cities
  - **449** sweepstakes entries
  - Engagement with Video on Demand:
- Select videos ranked in the top **20** of more than **300** available videos within the on-demand portal
- More than **900** hours of brand interaction across the three markets
- Assets were viewed with more than a **75** percent (3 minutes and 24 seconds) completion rate exceeding the industry benchmark of 1 minute 48 seconds.

- **\$125,000** of earned media coverage was garnered as a result of Public Relations efforts in the Target Cities.



## Co-operative Programs

**PROGRAM DESCRIPTION:** In conjunction with Condé Nast Publications, AOT developed a cooperative program aimed to stimulate interest in travel to Arizona. The two largest Convention and Visitors Bureaus (CVBs) in the state, the Greater Phoenix Convention and Visitors Bureau and the Scottsdale Convention and Visitors Bureau, along with two exclusive resort partners, Phoenix's Arizona Biltmore Resort and Spa and Scottsdale's Westin Kierland Resort and Spa, were the partners for this co-op.



An element that made this co-operative program unique was the creative strategy that was used. In an effort to make a deeper connection with readers and escape the typical "Travel Section" consisting of page after page of brand ads that most co-operative programs tend to be, an editorial-type layout was used. This approach required all partners to agree to forgo running their individual brand ads which was a major change from the joint programs done by the group historically.

### GOALS:

- Generate wide-reaching coverage among a targeted audience to increase the overall awareness and visitation to the two largest markets in Arizona as well as the state itself.

### ACTIONS:

- AOT and Condé Nast developed a program that included print insertions, online presence, destination sweepstakes and destination events. The core of the program was multiple insertions in carefully targeted Condé Nast publications – Architectural Digest (September 2008, October 2008), Condé Nast Traveler (September 2008, October 2008) and Gourmet (September 2008, October 2008) – during the critical planning time for the state's peak travel season. While these publications would have been an integral part of each partner's advertising efforts, creating this cooperative program allowed for a consistent Arizona message which would be more impactful than what the entities could have achieved individually.
- In addition to the print and online components, the program included sweepstakes with Condé Nast Traveler and Gourmet. The CVB and resort partners each provided two (for a total of four) luxury prize packages which included a four-night stay, dinner at their signature restaurants and golf or spa packages for the sweepstakes winners. These sweepstakes were promoted in-book, as well as through the publications e-newsletters and each had custom entry pages.
- The final components of the program were various special events which allowed the partners to promote Arizona as a travel destination in unique settings. The attendees at these events varied from consumers, to members of the media to representatives from the Travel Trade industry. The first event, held in New York City, was a media event hosted by Gourmet and focused on "culinary travel." Both CVB partners had the opportunity to accompany one of their world renowned chefs to prepare a signature Arizona dish and







speak about travel to Arizona. To allow for stronger messaging for the individual CVB partners, each had the exclusive opportunity to join Architectural Digest to host events at trendy gallery locations in Los Angeles and San Francisco. These events allowed representatives from the CVB and resort partners to have face to face interaction with attendees to sell them on the benefits of Arizona as a travel destination.

## RESULTS:

- Results of the co-op program included assessing the total value achieved through leveraging the partner dollars, visitation to and time spent on the custom landing pages, awareness of the Arizona message (measured by VISTA studies conducted by the publications) and sweepstakes entrants.
- Total value of the Co-Operative Program:
  - \$2,984,646, significantly exceeding the cost of \$1,230,000
  - Below are individual site statistics for the custom landing pages:

### • Architectural Digest

- URL: detoxbydesignaz.com
- Unique Visits: 355
- Page views: 710
- Avg. Time on Site: 00:01:54
- Traffic Sources:
  - Direct – 63.9%
  - Referring – 22.8%
  - Search – 13.2%

### • Condé Nast Traveler

- URL: threedaysawayaz.com
- Unique Visits: 402

- Page views: 981
- Avg. Time on Site: 00:02:34
- Traffic Sources:
  - Direct – 69.1%
  - Referring – 15.6%
  - Search – 15.1%

### • Gourmet

- URL: azrecipeforfun.com
- Unique Visits: 392
- Page views: 1,141
- Avg. Time on Site: 00:03:13
- Traffic Sources:
  - Direct – 73.2%
  - Referring – 19.3%
  - Search – 6.8%

### • Awareness of the Arizona Message:

- September insert for Architectural Digest was the 4<sup>th</sup> ranked ad out of 109 advertisers in the publication based on the respective VISTA study with a recall rate of 75% when the average recall was 59%.
- December insert for Architectural Digest showed a recall rate of 63% when the average recall was 59%.
- The September insert in Gourmet had a recall rate of 55%, 52% of which reported they would take an action as a result of the placement.
- The December insert in Gourmet had a recall rate of 50%, 67% of which reported they would take an action as a result of the placement.

### • Sweepstakes Entries:

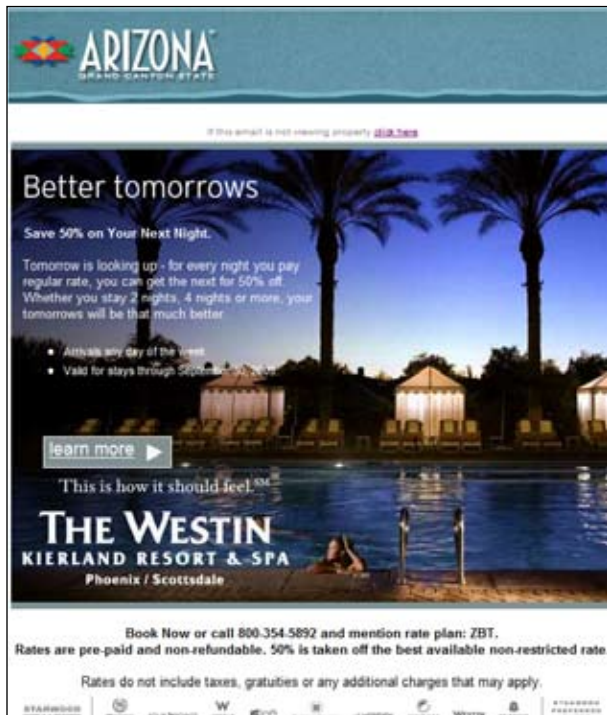
- More than 37,000 visits to the sweepstakes landing pages
- More than 28,000 total sweepstakes entries
- More than 3,200 opt-ins for more Arizona information

## Value Arizona In-state Campaign

**PROGRAM DESCRIPTION:** As the challenges of a down economy and negative perception of business meetings in resorts continued to harmfully impact the Arizona tourism industry, leaders within the industry united together to create a campaign to promote the value of the tourism industry to Arizona.



AOT, the Arizona Hotel & Lodging Association and other statewide industry partners launched an in-state summer campaign, called Value Arizona. This campaign features ValueAZ.com, a one-stop Web site dedicated to showcasing statewide summer travel deals.



Launched during "National Tourism Week," a nationwide celebration of the travel and tourism industry, Value Arizona complements the national campaign sent forth by the U.S. Travel Association "Travel

Matters," which touted the positive impact the tourism industry has on the local, state and national economies. Adding to the celebration in Arizona, Governor Jan Brewer proclaimed the week, May 11-15, as "Arizona Travel and Tourism Week."

Underscoring the importance of the Arizona tourism industry to the state's economic strength, Value Arizona is an integrated marketing campaign with cinema advertising, online marketing, and radio commercials directing residents and visitors to ValueAZ.com, where they can find one-of-a-kind travel deals to enjoy throughout the Grand Canyon State.

### GOALS

- In a united effort to promote both the value of Arizona as a tourist destination and the economic value of the tourism industry to the state, the Arizona tourism industry pooled resources to develop a campaign promoting the value of Arizona.

### ACTIONS:

- Through the campaign's vibrant imagery, AOT was able to motivate residents to discover what's in their own backyard and introduce visitors to the state's natural beauty, outdoor adventures and indoor opportunities such as majestic mountain vistas; lush desert scenery; picturesque canyons; luxurious resorts and spas; hiking and biking activities; shopping opportunities; and dining experiences. An added benefit to encouraging residents and visitors to travel in-state is the spending that occurs within the state to generate much needed tax revenue for Arizona's economy.

### RESULTS:

- Due to the success of this program, AOT will look to continue an in-state presence for the spring and summer months. There are more than 250 travel deals available on the ValueAZ.com Web site for consumers to review.
- Additionally, more than \$400,000 in media value was garnered from the launch of this campaign reaching a circulation of more than nine million readers.



## Social Media/Networking/Search Engine Optimization

**PROGRAM DESCRIPTION:** Staying on the cutting edge of technology and consumer interest is one of AOT's primary keys to attracting visitation to Arizona. Nowhere is this focus more evident than in the ever-changing and evolving world of interactive technology and social media. In order to ensure that these social sites match up with AOT's overall marketing strategy, the agency developed a social media strategy to guide the adoption of this technology. Currently, AOT is using several social media sites, including MySpace, YouTube, Flickr, Facebook and Twitter, to connect with travelers and encourage them to visit Arizona. This strategy takes the agency's message beyond [www.ArizonaGuide.com](http://www.ArizonaGuide.com) and begins to reach key audiences when they are spending time online on Web sites such as TripAdvisor, YouTube, MySpace, Facebook, and Twitter.

### GOALS:

- Position AOT as a reliable and expert resource for Arizona information within social media / networking sites, while reaching the agency's targeted demographics, thus allowing for optimized use of resources, and providing measurable metrics.

### ACTIONS:

- Using these 'Web 2.0' or social networking sites will reinforce the "visit Arizona" message, while reaching out to consumers in key travel planning Web sites.

### RESULTS:

- Below are the social networking results for FY09:
  - Twitter – 4,383 followers
  - Trip Advisor – 1,693 visits
  - You Tube – 6,814 visits
  - MySpace – 11,063 friends
  - Facebook – 5,100 fans



## Fulfillment

*Fulfillment is the tool that supplies consumers with information to inspire them to visit Arizona. It also enables AOT to track responses so that the agency can capture, analyze and interpret data to gain better knowledge about how to influence travel decisions. This includes collecting the interests of Arizona visitors and information on their planned activities. Data capture is integral to the success of AOT's advertising initiatives and relationship marketing projects. The data is used to build the foundation for co-operative marketing programs.*

*By analyzing and recording consumer information including demographic and psychographic data, the agency has the benefit of an available stream of information that is used to make decisions about advertising, media relations, products and trade. Domestic consumer requests for travel information are fulfilled with the Arizona Travel Packet, which includes an Official State Visitor's Guide, and an Official State Visitor's Map.*

*In addition to fulfilling domestic consumer requests, AOT also fulfills requests from consumers in Austria, Canada, France, Germany, Ireland, Japan, Mexico, Switzerland, and the United Kingdom. AOT produces a special foreign-language fulfillment piece for each market, which are designed to not only educate consumers, but are also to provide the travel trade with valuable Arizona travel information.*

## Official State Visitor's Guide

**PROGRAM DESCRIPTION:** The Arizona Official State Visitor's Guide (OSVG) is the authorized fulfillment publication for the Arizona Office of Tourism. It is the largest and most complete visitor publication in the state, and features detailed information and stunning photography of all areas of Arizona.

Complimentary copies are sent to consumers in response to inquiries generated by the agency's advertising, trade efforts, public relations activities and the agency's consumer Web site, [www.ArizonaGuide.com](http://www.ArizonaGuide.com). OSVGs are distributed to consumers in both domestic and international markets as well as at tradeshow, welcome centers, visitor bureaus, and chambers of commerce throughout the state.

### GOALS:

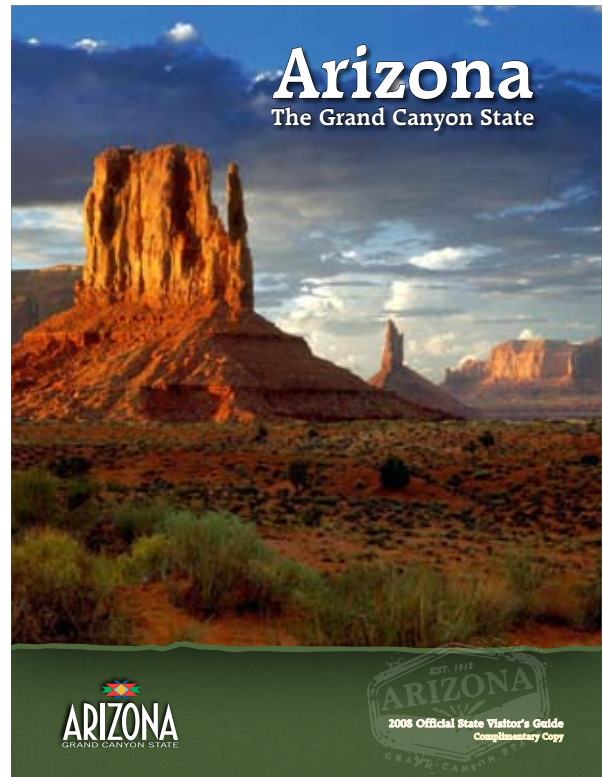
- Provide inspiration to potential Arizona tourists, moving them from consideration to selection of Arizona as their travel destination.

### ACTIONS:

- AOT provided consumers both high-level and detailed trip planning information through the OSVG material motivating consumers to the [www.ArizonaGuide.com](http://www.ArizonaGuide.com) Web site.

### RESULTS:

- In FY09, AOT distributed 112,704 physical copies of the OSVG directly to consumers.
- A total of 87,255 OSVGs were provided to instate Local Visitor Information Centers and the agency's two Visitor Welcome Centers for distribution to visitors already traveling in the state.
- An additional 33,800 consumers downloaded the OSVG from the agency's consumer Web site, [www.ArizonaGuide.com](http://www.ArizonaGuide.com).





## Professional Travel Planners Guide

**PROGRAM DESCRIPTION:** Arizona Professional Travel Planner's Guide (PTPG) is the official fulfillment publication for the Arizona Office of Tourism's Trade and Media Relations division. This comprehensive statewide guide assists the travel trade industry (tour operators, travel agents, etc.) in the United States and in key international markets. The publication contains detailed information about Arizona, as well as extensive itineraries, maps, motorcoach and tour information, special events, attractions, shopping, activities, accommodations, restaurants, and receptive and transportation listings.

The Arizona PTPG is published annually. It is distributed at AOT's international offices and it is direct mailed to selected tour operators and travel agents in response to client inquiries. It is also distributed at domestic and international trade shows, sales missions and promotional events.

### GOALS:

- Provide detailed travel information about Arizona to the travel trade industry, furthering their knowledge of Arizona as a travel destination.

### ACTIONS:

- AOT provided travel representatives with both high-level and detailed trip planning information through the PTPG material, which in turn they can promote within their travel programs.

### RESULTS:

- In FY09, AOT distributed an estimated 4,500 copies of the PTPG to the travel trade industry.

## International Arizona Travel Guides

**PROGRAM DESCRIPTION:** The 2009-2010 International Travel Guides were printed in FY09 in German and Spanish. These guides will be distributed by the Arizona Office of Tourism and its agents for FY10 to potential travelers, travel agents and tour operators in Europe and Mexico.

These guides are AOT's main fulfillment piece for the German speaking and Mexican markets, with a circulation of 75,000 and 35,000 respectively. The guides are individualized to appeal to the

interests specific to each market. Content is geared around what to do and see in Arizona, with a significant portion of each guide being written by native speakers who have experienced Arizona firsthand.

### GOALS:

- Provide inspiration to potential Arizona tourists, moving them from consideration to selection of Arizona as their travel destination.
- AOT provided travel representatives with both high-level and detailed trip planning information through the International Travel Guides, which in turn they can promote within their travel programs.

### ACTIONS:

- AOT provided consumers both high-level and detailed trip planning information through the International Travel Guides motivating consumers to the [www.ArizonaGuide.com](http://www.ArizonaGuide.com) Web site.

### RESULTS:

- In FY09, 26,000 German guides were sent to AOT German representatives for distribution. Additionally, 9,000 Spanish guides were sent to AOT representatives in Mexico for distribution.

## E- Newsletters

**PROGRAM DESCRIPTION:** AOT distributes a monthly e-newsletter to more than 50,000 out-of-state travelers who have inquired about information on Arizona and have indicated interest in specific parts of the state or in specific types of activities. Each e-newsletter is produced in cooperation with various tourism constituents around the state, focusing on different areas of the state or different upcoming events and activities.

### GOALS:

- Reach a wide-ranging audience of potential visitors to keep them informed on what to see and do in Arizona.

### ACTIONS:

- Each monthly newsletter is customized to reflect a theme that aligns with AOT's brand messaging as well as detailed profiles on communities and attractions that reflect the monthly theme.

## RESULTS:

- In FY09, AOT distributed the monthly e-newsletter to more than 250,000 consumers.
- This distribution resulted in 144,809 click throughs to AOT and partner Web sites by consumers.
- AOT also distributed e-newsletters on behalf of its constituents.



Additionally, AOT has a Live Chat feature on the consumer Web site [www.ArizonaGuide.com](http://www.ArizonaGuide.com) <<http://www.ArizonaGuide.com>> . The tool can be found on the homepage of the Web site and is an opportunity for visitors seeking answers to question about Arizona to have 24-hour accessibility to travel counselors who can answer their travel questions and offer practical advice.

## GOALS:

- Be known as the leading resource in travel destination information for Arizona by being accessible to potential visitors to answer inquiries.

## ACTIONS:

- Through establishing the contract with the Contact One call center, as well as the online chat capability, AOT was able to be a key point of contact for many potential visitors.

## RESULTS:

- In FY09, AOT's call center received 18,044 calls into the call center from interested consumers.
- AOT's call center also engaged in 5,128 interactive (online) chats.

## Operator Calls and Chats

**PROGRAM DESCRIPTION:** AOT has a contract with Contact One to receive travel-related calls from potential visitors to the state. To ensure the operators are educated on the product offerings of Arizona, constituents are invited to present to this group on their travel destinations. Furthermore, AOT works with constituents, such as Grand Canyon Railroad and Red Rock Jeep Tours, to arrange familiarization tourism of their area so the operators can also experience the destination as a visitor would.



## Keeping Arizona Top of Mind

### Trade and Media Relations

*The Arizona Office of Tourism works proactively with the travel trade industry (tour operators, wholesalers, travel agents, airlines, etc.) through Tradeshows, Sales Missions and Media Mission in both national and international markets. Additionally, the agency works with travel media (newspapers, magazines, broadcasts, online, etc.) throughout the United States as well as the agency's top international markets (Canada, Mexico, Germany, France, Japan, and the United Kingdom) providing them with unique Arizona travel product information to gain positive editorial exposure.*

*AOT's trade efforts can be measured by the number of brochures in which Arizona was included. In FY09, Arizona was included in 482 brochures in the six key international markets, an increase of 1% over the previous year.*

*AOT's media efforts can be measured by the ad equivalency value of articles generated in the U.S. and the top six key international markets. In FY09, more than 1,140 articles were written about Arizona as a travel destination. The ad equivalency value for these articles totaled \$28,260,295 reaching more than 750 million viewers.*

### AOT's Trade and Media Domestic Program Sales Missions

**PROGRAM DESCRIPTION:** AOT conducted several sales missions in targeted domestic markets in FY09. Sales missions are coordinated by AOT and often made available to industry partners to join. These sales missions are geared for the travel trade industry and are tremendous opportunities to meet with trade representatives such as tour operators, industry suppliers and travel agencies to discuss new travel products that can be found within Arizona.

#### GOALS:

- Educate the domestic travel trade industry (tour operators, travel agents, etc.) on the latest tourism product found within Arizona.

#### ACTIONS:

- AOT coordinated opportunities for the agency, along with industry partners, to meet with travel trade representatives.

Through these meetings, tour operators, travel agents, etc., were educated on the latest tourism product in Arizona.

#### RESULTS:

- In FY09, AOT conducted two domestic sales missions.
  - Seattle/Portland Sales Mission
  - AAA Southern California Sales Mission

### Tradeshows

**PROGRAM DESCRIPTION:** AOT's trade division is charged with building and maintaining relationships with key tour operators as well as generating leads for the Arizona travel industry. Additionally, this division also builds and maintains relationships with key media representatives to generate travel articles about Arizona.

Domestic tradeshows are the perfect venue for AOT and industry partners to provide the travel trade industry and media representatives the opportunity to gain information on Arizona tourism products. This is an opportunity to generate leads for the Arizona travel industry as well as produce articles about the variety of travel destinations across Arizona.

#### GOALS:

- Increase Arizona presence in travel trade catalogs and tour operator programs.
- Generate leads for the Arizona travel industry.
- Produce articles about Arizona as a premiere travel destination.

#### ACTIONS:

- By actively participating in domestic tradeshows for the travel trade industry, AOT was able to reach out to industry representatives to increase Arizona's presence in catalogs and tour operator programs.
- Through AOT's tradeshow efforts, the agency also generated leads for the Arizona travel industry.
- Furthermore, AOT provided tour operators with additional itinerary options to sell furthering awareness of Arizona as a premier travel destination.

- Additionally, AOT's participation with domestic media tradeshow brought awareness to the abundance of unique article ideas that can be used to write about the Arizona visitor experience.

#### RESULTS:

- In FY09, AOT attended seven domestic tradeshow.
  - MLT University
  - National Tour Association
  - American Bus Association
  - National Tour Association Spring Meet
  - Travel Media Showcase
  - New York Media Marketplace
  - In-state Media Marketplace

### Familiarization Tours (FAM Tours)

**PROGRAM DESCRIPTION:** Familiarization (FAM) tours offer an opportunity for trade or media representatives to visit Arizona and learn firsthand about the variety of travel product story options available throughout the state. With media members, AOT only pursues top-tier media representatives, offering them personal/custom trips to assist with story content and development. By targeting top freelance journalists, markets and extending personal trip invitations to specialty/ niche writers, AOT can ensure high-quality articles about Arizona as a premiere leisure destination.

Since many statewide communities cannot afford to attend tradeshow and/or join the agency on sales/ media missions, travel destinations throughout the state have found great value in supporting these FAM tours by hosting an individual trade representative, journalist or group.

#### GOALS:

- Introduce travel trade representatives (travel agents, tour operators, etc.) and top-tiered media representatives to Arizona communities, tourism products and unique story opportunities to garner brochure placement and articles.

#### ACTIONS:

- AOT worked in collaboration with several Arizona travel destinations and offered the communities the opportunity to host an individual travel trade or media representative to showcase Arizona tourism products.

#### RESULTS:

- In FY09, AOT arranged three familiarization tours with 21 domestic participants. (FAM tours containing international representatives are reflected in the International Program section of this report.)
- A total of 54 Arizona communities were visited by the agency on these tours. This total includes FAM tours that had both domestic and international participants:
 

• Alpine	• Mesa
• Apache Junction	• Monument Valley
• Arcosanti	• Navajo National Monument
• Benson	• Nogales
• Bisbee	• Page-Lake Powell
• Cameron	• Payson
• Camp Verde	• Phoenix
• Canyon de Chelly	• Pinetop-Lakeside
• Chandler	• Prescott
• Chinle	• Quartzite
• Clarkdale	• Safford
• Colorado River	• Sasabe
• Cottonwood	• Scottsdale
• Flagstaff	• Sedona
• Fountain Hills	• Seligman,
• Glendale	• Sierra Vista
• Globe	• Sipaulovi
• Goldfield	• Tempe
• Grand Canyon – South Rim	• Tombstone
• Grand Canyon – North Rim	• Tuba City
• Grand Canyon – West Rim	• Tubac
• Holbrook	• Tucson
• Hopi	• Tusayan
• Jerome	• Wickenburg
• Kayenta	• Williams
• Kingman	• Window Rock
• Lake Havasu City	• Yuma



## Media Missions

**PROGRAM DESCRIPTION:** Media Missions are one-on-one appointments with targeted travel writers and editors to provide information to those wanting to know more and write about Arizona as a visitor destination.

### GOALS:

- Proactively reach out to top-tiered media members to gain valuable third-party endorsements from respected travel media who in turn will bring greater awareness to Arizona through articles.

### ACTIONS:

- AOT arranged for several one-on-one meetings with top-tiered domestic travel writers and editors.

### RESULTS:

- AOT has enjoyed positive coverage in many top national publications as well as smaller regional newspapers and magazines in key markets. (International media coverage can be found in the International Program section of this report.)
- Two media missions were conducted in FY09.
- Phoenix CVB Los Angeles Media Mission
- Phoenix CVB San Francisco Media Mission

## Press Trips

**PROGRAM DESCRIPTION:** Press trips are tours of Arizona arranged by the trade and media relations division. These trips are an opportunity for travel editors and qualified travel writers to be introduced, personally, to Arizona communities, tourist attractions and the tourism industry. This is an additional way for AOT to garner positive media attention for Arizona.

### GOALS:

- Showcase Arizona and its various travel destinations and activities to media representatives and encourage them to produce stories illustrating Arizona as a premier travel destination.

### ACTIONS:

- AOT arranged and promoted press trips in selected regions

across Arizona to offer an exciting variety of unique story ideas about the state.

### RESULTS:

- In FY09, AOT arranged for three group press trips with 21 participants to selected regions throughout Arizona.
  - Best of the West
  - North of the Border
  - Pop Icons

## Individual Media Trips

**PROGRAM DESCRIPTION:** Similar in nature to group press trips, individual media trips are tours of Arizona arranged by the trade and media relations division so that individual travel editors and qualified travel writers can be introduced, personally, to Arizona communities, tourist attractions and the tourism industry. This is an additional way for AOT to garner media attention for Arizona. Individual media trips are offered to both domestic and international travel editors and qualified traveler writers.

### GOALS:

- Showcase Arizona and its various travel destinations and activities to individual media representatives and encourage them to produce stories illustrating Arizona as a premier travel destination.

### ACTIONS:

- AOT worked in collaboration with several Arizona communities to arrange for individual writers and editors to experience various regions of the state.

### RESULTS:

- In FY09, 68 individual media trips were arranged as well as three film crew with 10 participants.

## Travel Agent Training Program

**PROGRAM DESCRIPTION:** In 2008,

AOT developed and launched the Arizona Accreditation Program (AZAP), an on-line travel agent destination specialists program. Many travel agents have become destination specialists

focusing on a key country, region or state while others have become experienced specialists such as cruise specialist or safari experts.



Given this trend, AOT worked with Recommend Magazine in FY08 to develop the AZAP program to offer travel agents the opportunity to become "Arizona Specialists." Since 1967, Recommend has been providing travel agents with destination and travel product information through their monthly publications, Web site ([www.recommend.com](http://www.recommend.com)), and weekly e-bulletin (Recommend Weekly). Their outlets reach an estimated 48,000 agents in the U.S. and Canada and currently have more than 13,000 active members.

The AZAP training program was launched on July 1, 2008 (FY09) and consists of several modules and quizzes travel agents must successfully complete in order to receive the designation "Arizona Specialist." Additionally, the program is accredited by the travel institute as well as the Canadian Institute Travel Counselors (CITC) and can be submitted for assignment of certification credits. AOT will continue to work with Recommend to provide a comprehensive campaign to promote AZAP in FY10. For more information and to access the program, visit [www.recommend.com](http://www.recommend.com).

### GOALS:

- Train travel agents to become "Arizona Specialists" and increase the opportunity for the travel trade industry to offer Arizona within their programs.

### ACTIONS:

- AOT actively promoted the AZAP program and encouraged travel agents to take advantage of the program to become an "Arizona Specialist."

### RESULTS:

- During the first year (FY09), nearly 800 agents signed up to participate in the program with nearly 600 of these agents graduating to become "Arizona Specialists".

## Trade Advertising

**PROGRAM DESCRIPTION:** Each year, AOT produces an Arizona supplement that is distributed within the Canadian Traveller, a trade publication distributed to more than 13,000 travel agents and tour operators throughout Canada. The supplement contains content that showcases Arizona as a travel destination with corresponding images of the state.

### GOALS:

- Reach as many travel agents and tour operators that conduct business in Canada to encourage them to add Arizona to their vacation catalogues.

### ACTIONS:

- AOT worked in partnership with Canadian Traveller publication on content and images for supplement piece.

### RESULTS:

- This publication is supported through advertising efforts. Seventy advertisers from Arizona supported this supplement, creating one of the largest supplements produced by Canadian Traveller





## AOT's Trade and Media Relations International Program

AOT has six key international markets – Canada, Mexico, Germany, France, Japan, and the United Kingdom. Arizona continued to have an increased presence in these markets in FY09 as AOT supported trade and media relations efforts in all of these countries.

### Mexico

**PROGRAM DESCRIPTION:** AOT has had travel trade industry marketing and media relations representation in Mexico since 1995. AOT currently holds a contract with Jackson Marketing International. The Mexican traveler often has an affinity for Arizona because of their proximity to the state. This market is largely motivated by the lure of visiting friends and relatives, access to diverse shopping experiences and high-end resort, golf and spa products. While these interests are primarily focused on southern Arizona, recent marketing efforts by both AOT and industry partners have aimed at increasing the Mexican traveler's knowledge of northern Arizona.

The results of these united efforts were evident in AOT's survey, Mexican Visitors to Arizona: Visitor Characteristics and Economic Impacts 2007-08. Through this year-long initiative, AOT found that a total of 24 million Mexican residents visited Arizona within a 12 month period, up from 23 million in 2001. An estimated \$2.69 billion was spent by Mexican visitors, a 214 percent increase from 2001 (in current dollars). (Additionally, results from this study can be found in the Research and Strategic Planning section of this report)

AOT currently contracts with Mexico City-based Jackson Marketing Internacional to provide travel trade industry marketing and media relations representation. This contractor is responsible for the day-to-day functions of operating an AOT office in Mexico and for keeping the Mexican travel trade and media up-to-date on the latest Arizona product developments and travel-related news.

In FY09, AOT generated \$318,171 in media coverage reaching more than 4.4 million consumers. Additionally, Arizona was featured in 25 tour operator brochures, a decrease of 10 percent over the previous year. The decrease is primarily due to the cancellation of Aero Mexico flights, the nonstop service between Mexico City and Phoenix.

### GOALS:

- Increase awareness for Arizona as a travel destination in Mexico through trade (travel agents, tour operators, etc.,) and media

relations (key writers and editors) efforts.

- Encourage trade representatives to showcase Arizona within their programs and visitor options.
- Work with key media representatives to ensure positive articles are produced about Arizona as a travel destination.

### ACTIONS:

- Through AOT's Mexican representative, AOT actively promoted Arizona and kept the Mexican travel trade and media up-to-date on the latest Arizona product developments and travel-related news

### RESULTS:

- In FY09, AOT attended six tradeshowes:
  - La Cumbre
  - Arizona Showcase
  - National Congress of Travel Agents
  - Expo Vacaciones
  - Arizona Road Show
  - ARLAG
- AOT conducted two sales/media missions:
  - Descubre Phoenix Golf Tournament
  - Annual Sales Mission
- The agency conducted one familiarization tour with seven participants.
- AOT hosted one journalist on a press trip.
- On six occasions (La Cumbre, Arizona Showcase, National Congress of Travel Agents, Mexico Sales Mission, Arizona Road Show and ARLAG) there was an opportunity for partners to join the agency at tradeshowes, on missions and in co-operative marketing campaigns. In FY09 the agency provided 46 partner opportunities to promote Arizona in the Mexico market.

## Canada

**PROGRAM DESCRIPTION:** AOT has had travel trade industry marketing and media relations representation in Canada since 1995. Canadians' awareness and interest in Arizona as a travel destination has increased dramatically during this time. The rising demand caused a drastic improvement in the air service between Canada and Arizona, with U.S. Airways, Air Canada and WestJet now offering nonstop flights between Arizona and key Canadian hubs, including Vancouver, Calgary, Edmonton, Winnipeg and Toronto.

In 2008, Arizona received approximately 517,000 visitors from Canada, marking a 13.5 percent increase over 2007.

AOT currently has representation with Radonic Rogers (trade) and vision company (media) in Toronto, Ontario for the day-to-day functions of the Arizona Office of Tourism in the Canadian market and for keeping the Canadian travel trade and media up-to-date on the latest Arizona product developments and travel-related news.

In FY09, AOT generated \$191,909 in media coverage reaching 1.5 million consumers. Additionally, Arizona was featured in 59 tour operator brochures, a decrease of 17 percent over the previous year.

### GOALS:

- Increase awareness for Arizona as a travel destination in Canada through trade (travel agents, tour operators, etc.) and media relations (key writers and editors) efforts.
- Encourage trade representatives to showcase Arizona within their programs and visitor options.
- Work with key media representatives to ensure positive articles about Arizona as a travel destination.

### ACTIONS:

- Through AOT's Canadian representative, AOT actively promoted Arizona and kept the Canadian travel trade and media up-to-date on the latest Arizona product developments and travel-related news

### RESULTS:

- In FY09, AOT attended four tradeshows:
  - Addison Travel Show (3)
  - Discover America Day

- The agency had representation at one consumer show:
  - Toronto Golf Show
- AOT hosted two sales and media missions:
  - Annual Trade and Media Mission
  - Montreal Mission
- The agency coordinated two familiarization tours with eight participants.
- AOT hosted 17 journalists on press trips.
- On two occasions (Toronto Golf Show, Annual Trade and Media Mission) there was an opportunity for partners to join the agency at tradeshows, on missions and in co-operative marketing campaigns. In FY09, AOT provided 12 partner opportunities to promote Arizona in the Canadian market.

## Germany

**PROGRAM DESCRIPTION:** AOT has had travel trade industry marketing and media relations representation in Germany (including German-speaking Switzerland and Austria) since 1995. The German market continues to have a tremendous interest in Arizona for its wide-open spaces and the allure of the Old West and Native American culture. Trade and media relations efforts in this market have also focused on expanding the German traveler's knowledge of Arizona product to include the golf, resort and spa experiences found in the urban areas of the state.

AOT currently contracts with Hanover-based Kaus Media Services to provide trade marketing and media relations representation. This contractor work to facilitate the day-to-day functions of operating an AOT office in Germany and for keeping the German travel trade and media up-to-date on the latest Arizona product developments and travel-related news.

In FY09, AOT generated \$12,224,928 in media coverage reaching more than 102 million consumers. Additionally, Arizona was featured in 103 tour operator brochures, an increase of five percent over the previous year.

### GOALS:

- Increase awareness for Arizona as a travel destination in Germany through trade (travel agents, tour operators, etc.) and media relations (key writers and editors) efforts.



- Encourage trade representatives to showcase Arizona within their programs and visitor options.
- Work with key media representatives to ensure positive articles are produced about Arizona as a travel destination.

#### ACTIONS:

- Through AOT's Germany representative, the agency actively promoted Arizona and kept the German travel trade and media up-to-date on the latest Arizona product developments and travel-related news.

#### RESULTS:

- In FY09, AOT attended three trades shows:
  - ITB
  - Visit USA, Switzerland
  - Tour Operator Road Show
- The agency had representation at three consumer shows in Germany:
  - Stuttgart
  - Hamburg
  - Munich
- AOT conducted two sales/media missions.
- The agency coordinated two familiarization tours with 11 participants.
- AOT hosted 25 journalists on press trips.
- On three occasions (Tour Operator Road Show, ITB and Consumer Shows) there was an opportunity for partners to join the agency at tradeshow, on missions and in co-operative marketing campaigns. In FY09, AOT provided 17 partner opportunities in promoting Arizona to the German speaking markets.

## Japan

**PROGRAM DESCRIPTION:** AOT has had travel trade industry marketing and media relations representation in Japan since 1995. The Japanese market is extremely familiar with the natural attractions in northern Arizona, as this area of the state is part of the

typical Japanese travel pattern which includes other natural attractions in the Grand Circle – Colorado, New Mexico and Utah.

AOT currently contracts with Fieldstar International to provide travel trade industry marketing and media relations representation. This contractor is responsible for the day-to-day functions of operating an AOT office in Japan and for keeping the Japanese travel trade and media up-to-date on the latest Arizona product developments and travel-related news.

In FY09, AOT generated \$1,655,962 in media coverage reaching more than 247 million consumers. Additionally, Arizona was featured in 224,138 tour departures on 1,705 tours in 131 brochures.

#### GOALS:

- Increase awareness for Arizona as a travel destination in Japan through trade (travel agents, tour operators, etc.) and media relations (key writers and editors) efforts.
- Encourage trade representatives to showcase Arizona within their programs and visitor options.
- Work with key media representatives to ensure positive articles are produced about Arizona as a travel destination.

#### ACTIONS:

- Through AOT's Japanese representative, the agency actively promoted Arizona and kept the Japanese travel trade and media up-to-date on the latest Arizona product developments and travel-related news

#### RESULTS:

- In FY09, AOT attended one tradeshow in Japan:
  - JATA
- The agency had representation at two domestic tradeshow which targeted Japanese operators:
  - LA Receptive Operators
  - Las Vegas Receptive Operators
- AOT conducted two sales and media missions.
- The agency coordinated two familiarization tours with 13 participants.

- AOT hosted 14 journalists on press trips.
- On three occasions (LA Receptive Operators, Las Vegas Receptive Operators, Annual Sales and Media Mission) there was an opportunity for partners to join AOT at tradeshows, on missions and in co-operative marketing campaigns. In FY09, AOT provided 42 partner opportunities in promoting Arizona to the Japan market.

## United Kingdom

**PROGRAM DESCRIPTION:** AOT has had travel trade industry marketing and media relations representation in the United Kingdom since 1995. The United Kingdom is Arizona's number one overseas market, as the British have an affinity for Arizona's wide-open spaces and natural attractions. The strength of visitation from the UK has kept a nonstop flight (British Airways) between London and Phoenix operating for more than 10 years.

AOT currently contracts with London-based Hill Balfour Synergy to provide travel trade industry marketing and media relations representation. This contractor is responsible for the day-to-day functions of operating an AOT office in the United Kingdom.

In FY09, AOT generated \$6,681,942 in media coverage reaching more than 257 million consumers. Additionally, Arizona was featured in 90 tour operator brochures, an increase of seven percent over the previous year.

### GOALS:

- Increase awareness for Arizona as a travel destination in the United Kingdom through trade (travel agents, tour operators, etc.) and media relations (key writers and editors) efforts.
- Encourage trade representatives to showcase Arizona within their programs and visitor options.
- Work with key media representatives to ensure positive articles about Arizona as a travel destination.

### ACTIONS:

- Through AOT's UK representative, the agency actively promoted Arizona and kept the UK travel trade and media up-to-date on the latest Arizona product developments and travel-related news

### RESULTS:

- In FY09, AOT attended two tradeshows in the UK:
  - World Travel Market
  - Discover America Day
- The agency conducted two sales/media missions.
- AOT coordinated one familiarization tour with nine participants.
- The agency hosted 14 journalists on press trips.
- On four occasions (World Travel Market, Annual Media Mission, Annual Trade Mission, Funway Campaign), there was an opportunity for partners to join AOT at tradeshows, on missions and in co-operative marketing campaigns. In FY09, AOT provided 21 partner opportunities in promoting Arizona to the UK market.

## France

**PROGRAM DESCRIPTION:** Based on a growing trend of increased French visitation to the U.S. and Arizona in particular, AOT established a full-time contracted representative with Express Conseil, similar to what the agency has established in AOT's other key international markets.

In FY09, AOT generated \$2,229,858 in media coverage reaching more than 12 million consumers. Additionally, Arizona was featured in 74 tour operator brochures. Although this represents no change from the previous year, the number of itineraries including Arizona increased 24 percent from 316 in 2008 to 391 in 2009.

### GOALS:

- Increase awareness for Arizona as a travel destination in France through trade (travel agents, tour operators, etc.) and media relations (key writers and editors) efforts.
- Encourage trade representatives to showcase Arizona within their programs and visitor options.
- Work with key media representatives to ensure positive articles about Arizona as a travel destination.



#### ACTIONS:

- Through AOT's France representative, the agency actively promoted Arizona and kept the French travel trade and media up-to-date on the latest Arizona product developments and travel-related news

#### RESULTS:

- In FY09, AOT attended two trade shows:
  - Visit USA Seminars
  - JetSet Tour Operator Road Show
- The agency conducted one sales/media mission.
- AOT hosted four journalists on press trips.
- On one occasion (Annual Sales and Media Mission) there was an opportunity for partners to join AOT in marketing to the French audience. In FY09, AOT provided five partner opportunities in promoting Arizona to the France market.

### Miscellaneous Tradeshows – International Inbound

**PROGRAM DESCRIPTION:** In addition to the trade and media activities previously listed, AOT also participates in international inbound tradeshows. Similar in nature to domestic tradeshows, international inbound tradeshows are geared to the international travel trade industry and media representatives who are not contracted with AOT to promote Arizona within their country. These tradeshows provide AOT an additional opportunity to reach out to both the international travel trade and media markets.

#### GOALS:

- Increase Arizona presence in international travel trade catalogs and tour operator programs.
- Generate leads for the Arizona travel industry.
- Produce articles by international writers and editors about Arizona as a premiere travel destination.

#### ACTIONS:

- By actively participating in international inbound tradeshows for the travel trade industry, AOT was able to reach out to international industry representatives to increase Arizona's presence in catalogs and tour operator programs.

- Through AOT's tradeshow efforts, the agency also generated leads for the Arizona travel industry.
- Furthermore, AOT provided tour operators with additional itinerary options to sell, furthering awareness of Arizona as a premier travel destination.
- Additionally, AOT's participation with international inbound media tradeshows brought awareness to the abundance of unique article ideas that can be used to write about the Arizona visitor experience.

#### RESULTS:

- In FY09, AOT participated in four international inbound tradeshows.
  - Go West Summit
  - U.S. Travel Association's Pow Wow
  - Visit USA Belgium
  - China International Travel Mart.
- AOT hosted six participants from several destinations on the Go West familiarization tour.
- The agency coordinated a familiarization tour for one for the China market.
- AOT hosted one travel writer from Belgium.
- On occasion there are opportunities for partners to join AOT in marketing to the international audience. The Visit USA Belgium tradeshow provided four partner opportunities in promoting Arizona to the Belgium market.

### Communications and Community Development, Communications and Community

*The Community Education and Development division works to strengthen AOT's partnerships throughout the state to enhance tourism promotion and development. The division also develops and executes education and customer service programs such as Arizona Tourism University and Grand Impressions. These programs are designed to empower tourism organizations and Native American tribes across the state to enhance their visitor offerings and provide visitors with a quality experience.*



### Arizona Tourism University

**PROGRAM DESCRIPTION:** The Arizona Tourism University (ATU) is the educational outreach program for the Arizona Office of Tourism. Through this program, AOT conducts complimentary workshops on a series of tourism marketing related topics to assist Arizona's communities and tribal entities with their tourism development and marketing efforts. Also, these workshops provide opportunities to partner and work with AOT sponsored marketing and tourism development activities.

Previous workshop topics have included interactive marketing, marketing strategies for destination marketing organizations, working with travel agents and tour operators, and creating effective collateral material. Past workshops presentations and toolkits are available at [www.AZOT.gov](http://www.AZOT.gov).

#### GOALS:

- Provide the latest marketing techniques and most up-to-date research information to Arizona communities for improved marketing efforts and visitor services.

#### ACTIONS:

- The agency scheduled ATU workshops in locations throughout Arizona to ensure each region of the state had an opportunity to attend a workshop in person.
- AOT provided online opportunities such as webcasts and telecasts for community members unable to attend the physical location of workshops.
- The agency ensured workshop content was relevant to communities and their marketing efforts.
- AOT actively promoted workshops through the agency's business-to-business electronic newsletter AOT in Action and press releases to local media.

#### RESULTS:

- In FY09, AOT held a total of nine workshops – seven were held

at physical locations, two were held online:

- Four Key Pieces to the Interactive Puzzle
- Leveraging and Linking Grant Funds
- Arizona Rural and Regional Marketing/EZ Marketing Grant Workshops
- AOT hosted a combined total of 201 participants.

### Teamwork for Effective Arizona Marketing (TEAM) Grant

**PROGRAM DESCRIPTION:** The Teamwork for Effective Arizona Marketing (TEAM) Grant provides communities, tribes and tourism organizations with matching grant funding to help stimulate and expand travel and tourism promotion throughout the state.

An example of how TEAM funds are used is outlined below:

Cochise County Tourism Council received \$20,000 to produce Cochise Origin Videos. The videos highlight the area's varied cultural and heritage attractions. Each video is 10 – 12 minutes in length and will play at select visitor centers and attractions across Cochise County. Video content centered around five "beads," or niches. In addition to the five beads, an overriding theme of natural landscapes is envisioned as the common "string" that links the beads. Below are the five video productions:

"Bead"	Video Subject
Native American/ Apache Monument	Amerind Foundation & Chiricahua National Monument
Mexico & Hispanic Influence Monument	Coronado National Monument
Old West/ Ranching	Tombstone Courthouse & Slaughter Ranch Museum
Military History	Fort Huachuca
Geology/ Mining	Bisbee Mining & Historical Museum and Kartchner Caverns

#### GOALS:

- Enable Arizona communities to enhance or develop local marketing plans through matching grant funds that promote community or regional attractions. These plans are to align with AOT's established marketing program of work.

#### ACTIONS:

- AOT promoted the grant application deadline to constituents through the agency's business-to-business electronic newsletter



AOT in Action.

- Applications for the grants were accepted from February, 2008 to April, 2008.

#### RESULTS:

- AOT accepted 52 applications for the TEAM grants.
- After a competitive selection process that consisted of grant evaluators from within the agency as well as from outside communities, AOT awarded 50 grants to 60 communities, chambers of commerce, destination marketing organizations and tribal entities throughout Arizona.
- Final distribution amount totaled \$1,100,000.

### Rural Tourism Development Grant Program

**PROGRAM DESCRIPTION:** The Rural Tourism Development Grant Program (RTDGP) provides funding for rural economic development through tourism to strengthen the regional and local economies and expand tourism opportunities in rural communities throughout Arizona.

An example of how a community would use RTDGP is outlined below:

The Copper Corridor Economic Development Coalition is developing a mobile visitor center through the RTDGP. The Coalition consists of 11 rural communities: Globe, Miami, Superior, Kearny, Hayden, Winkelman, Dudleyville, Mammoth, San Manuel, Oracle, and Oracle Junction.

The mobile visitor center will essentially be a 20-foot travel trailer that will be moved from town to town and be hosted by schools, libraries, festivals and special events. The mobile visitor center will be wrapped with the Copper Corridor brand and the "100 years of copper" theme. The ultimate goal of the mobile center will be to offer residents and visitors in various locations information on what to see and do within the region and Arizona.

#### GOALS:

- Where the goal of the TEAM grants enhances marketing programs for Arizona communities, the goal of the RTDGP is

to provide participants funds to enhance or develop tourism products to widen visitor options when traveling throughout the state.



#### ACTIONS:

- AOT promoted the grant and application deadline to constituents through the agency's business-to-business electronic newsletter, AOT in Action.
- Applications for the grant were accepted from September 2008 to October 2008.

#### RESULTS:

- AOT accepted 28 applications for the RTDGP.
- After a competitive selection process that consisted of grant evaluators from within the agency as well as from outside communities, AOT awarded 12 grants to 32 communities and tribal entities throughout Arizona.
- Final distribution amount totaled \$462,635.

### Grand Impressions Workshops

**PROGRAM DESCRIPTION:** Each year, AOT offers the Grand Impressions customer service workshops to visitor center personnel, frontline hospitality employees, and volunteers to facilitate outstanding visitor experiences throughout the state. These workshops are an eight-hour training seminar designed to provide tourism professionals with comprehensive Arizona knowledge and superior customer service skills. Additionally, AOT provides workshop attendees comprehensive reference materials about the state's attractions and facilities.

Also, participation in the workshop fulfills the Local Visitor Information Center program requirement necessary to maintain state-sponsored tourist information highway signage.

#### GOALS:

- Empower tourism professionals with customer service skills to approach visitors with an effective and proper attitude, instruct them in a professional way about the state and encourage them to stay longer in Arizona.

#### ACTIONS:

- The agency arranged to hold the workshops in various locations throughout the state to ensure each region could attend.



- AOT promoted the workshops to constituents through the agency's business-to-business electronic newsletter AOT in Action.

#### RESULTS:

- AOT presented two Grand Impressions workshops in FY09 with a total of 167 front-line tourism industry participants.
  - The first workshop was held on May 1, 2009 at the Arizona Historical Society Museum in Tempe. The workshop was attended by 115 people. A familiarization tour of four of the museums on the campus of Arizona State University ended the workshop day.
  - The second workshop was held on May 8, 2009 at the Winslow Chamber of Commerce and Visitor Center in Winslow. The workshop was attended by 52 attendees. There was a familiarization tour of Winslow area attractions, including Meteor Crater, Standin' On The Corner

Park,

Route 66 Performance Plaza and 1st Street Walkway. A second familiarization tour was offered to a limited number of workshop attendees. The familiarization tour was to the Hopi Village of Sipaulovi.

### Visitor Information Center at the Phoenix Convention Center

**PROGRAM DESCRIPTION:** In January 2008 (FY08), the Arizona Office of Tourism and the Greater Phoenix Convention & Visitors Bureau (CVB) merged information centers to create the Visitor Information Center (VIC) at the Phoenix Convention Center. Located in downtown Phoenix, the Visitor Information Center is jointly operated by both AOT and the Greater Phoenix CVB. It operates from 8:00 a.m. – 5:00 p.m. Monday through Friday and during special events.



In addition to housing thousands of brochures, the center is outfitted with nine 50-inch plasma screens programmed to highlight Arizona's vibrant landscapes and an endless amount of tourism opportunities.

During its first year of operation (FY09), more than 12,000 travelers visited the center and received traveling information.

#### GOALS:

- Be known as the travel information resource center for the state.

#### ACTIONS:

- AOT's travel counselors actively obtain brochures representing each community and region of the state to enlighten visitors about the diverse variety of travel destinations throughout Arizona.



#### RESULTS:

- In FY09, a total of 12,428 travelers visited the Visitor Information Center at the Phoenix Convention Center.
  - 6,717 domestic travelers visited the VIC
- Top five states to visit the center
  - Arizona – 1,618
  - California – 651
  - Illinois – 294
  - New York – 264
  - Texas – 229
- 789 international travelers visited the VIC
- Top five countries to visit the center
  - Canada – 651
  - United Kingdom – 199
  - Germany – 180
  - Australia – 162
  - France – 111

### Painted Cliffs Welcome Center

**PROGRAM DESCRIPTION:** Located on Interstate 40 westbound near the Arizona/New Mexico border, the Painted Cliffs Welcome Center is available for travelers seeking information on what to see and do in Arizona. Visitors have access to thousands of brochures, maps, and additional information on nearly every community in Arizona.

The Welcome Center is open seven days a week from 8:00 a.m. – 5:00 p.m. and employs knowledgeable AOT travel professionals who can help visitors plan their trips throughout Arizona.

#### GOALS:

- Be known as the travel information resource center for the state.

#### ACTIONS:

- AOT's travel counselors actively obtain brochures representing each community and region of the state to enlighten visitors about the diverse variety of travel destinations throughout Arizona.

#### RESULTS:

- In FY09, a total of 123,155 travelers visited the Painted Cliffs Welcome Center.

- 113,384 domestic travelers visited the PCWC

- Top five states to visit the center
  - Texas – 13,102
  - California – 10,034
  - New Mexico – 7,050
  - Arizona – 6,809
  - Oklahoma – 5,505
- 8,507 international travelers visited the PCWC
- Top five countries to visit the center
  - Canada – 3,268
  - Germany – 925
  - United Kingdom – 669
  - France – 352
  - Australia – 267

### Welcome Center Distribution Program

**PROGRAM DESCRIPTION:** Brochure distribution plays a pivotal role in the welcome and information centers' daily operations. Communities, government agencies and tourism related businesses are encouraged to participate in this program by distributing their travel materials through both the Visitors Information Center at the Phoenix Convention Center and the Painted Cliffs Welcome Center.



To ensure the most accurate tourism and hospitality information is available to visitors, printed promotional brochures scheduled for display and distribution must be approved by the Arizona Office of Tourism before they are placed in either one of Arizona's visitor/welcome centers.

AOT will accept brochures from tourism-related businesses operating in Arizona as long as they meet a specific set of criteria. The guidelines and

procedures are available at [www.AZOT.gov](http://www.AZOT.gov).

#### GOALS:

- Ensure each Arizona region, community and attraction is accurately represented at the state's visitor/welcome centers.

#### ACTIONS:

- AOT continues to actively encourage Arizona communities, tourism related businesses and tribal entities to contribute travel brochures for distribution to visitors.

#### RESULTS:

- In FY09, at total of 395,078 brochures were distributed to visitors.

### Local Visitor Information Centers

**PROGRAM DESCRIPTION:** There are currently 64 designated Local Visitor Information Centers (LVICs) throughout Arizona. These centers are primarily operated by local chambers of commerce or convention and visitor bureaus (CVBs) and help promote local community and regional area attractions, recreational opportunities, and hospitality amenities. Visitors often utilize these information centers as their first stop, giving communities the opportunity to provide a positive first impression of the community and Arizona.

LVICs are designated based on an application and approval process overseen by AOT and the Visitor Services Advisory Committee. The Visitor Services Advisory Committee consists of LVIC representatives from across the state, the Arizona Department of Transportation (ADOT) and the Arizona Travel Industry Association. The Committee meets twice a year to review visitor center evaluations, applications for ADOT visitor center signage, and provide comments and suggestions for the upcoming year's program. Acceptance into this program provides signage from ADOT directing travelers to the LVIC.

#### GOALS:

- Acquire additional LVICs located throughout the state for easier access to travel information.
- Maintain existing LVICs, ensuring accurate and timely travel information is available to visitors.
- Ensure proper and visible signage is available for easy access to LVICs.

#### ACTIONS:

- AOT actively encourages communities throughout the state to establish a LVIC.

#### RESULTS:

- In FY09, a total of 1,086,435 traveled to one of Arizona's 64 LVICs
- One community received designation as a Local Visitor Information Center within the fiscal year.
  - Maricopa Chamber of Commerce.
- During the fiscal year, the Local Visitor Information Centers requested approximately 77,375 Arizona Official State Visitor's Guides and approximately 126,530 Arizona Official State Visitor maps for distribution in their Local Visitor Information Centers and related activities.

### Parkways, Historic, Scenic Roads Advisory Committee (PHSRAC)

**PROGRAM DESCRIPTION:** In FY09, AOT had an active role in the Arizona Department of Transportation - Parkways, Historic, Scenic Roads Advisory Committee (PHSRAC). This committee distributes funds administered by the Arizona Department of Transportation, which have a potential to bring tourism-related improvements across Arizona. Some of these improvements will enable communities to nominate their byways as National Scenic Byways or All-American Roads, increasing tourism, stimulating local economies and protecting distinctive assets along byways, in addition to identifying the state's most scenic and historic roads.

#### GOALS:

- As part of the committee, the group was charged with updating the PHSRAC Application Manual.
- The committee also was asked to review, discuss and make recommendations to the Dine' Tah Scenic Road Corridor Management Plan. A review of the existing designated scenic road was also discussed.

#### ACTIONS:

- As an active committee member, AOT was able to expand visitor options by establishing scenic roads.

#### RESULTS:

- In FY09, two new scenic roads were approved by the committee.
  - Organ Pipe Cactus Parkway and the Copper Corridor-East, SR



77 and Copper Corridor-West, SR 177. The Organ Pipe Cactus Parkway runs from milepost 57 to milepost 78 on SR 85.

- The Copper Corridor Scenic Byway-East runs on SR 77 from milepost 124 to 162 and the Copper Corridor Scenic Byway-West runs on SR 177 from milepost 149 to 164.

## Native American Tourism Development

AOT has enhanced its efforts to integrate and promote the tourism products and visitor activities found within the 22 Native American Tribes located throughout Arizona. Native American components have been integrated throughout the agency's program of work such as inclusion in workshops, grant programs, advertising pieces and trade and media relations efforts. Additionally, AOT has provided technical assistance and product development consultation to Arizona tribes as needed. In FY09, the agency continued to strengthen its relationship with the Tribes through various efforts.



## Native American representation at tradeshow and sales/media missions

**PROGRAM DESCRIPTION:** Tradeshow and sales/media missions are an effective component to AOT's overall program of work. Participation in domestic and international tradeshow and sales/media missions increases the awareness of Arizona as a travel destination to additional markets. Through AOT's Native American Tourism Development program, several tribal representatives were able to participate in tradeshow and sales/media mission during FY09.

### GOALS:

- Increase awareness of Arizona's tribal tourism offerings to the travel trade industry and media professionals, so that they in turn will promote tribal offerings as visitor destinations.

### ACTIONS:

- AOT has showcased authentic tribal experiences at travel

tradeshow and media missions, as well as highlighted Native American images within the agency's marketing efforts.

### RESULTS:

- In FY09, AOT had Native American representation at two travel trade and media events.
  - American Indian Alaskan Native Tourism Association Conference
  - Arizona Media Marketplace

## Reference Guide for Tribes

**PROGRAM DESCRIPTION:** AOT updated the Reference Guide for Tribes in FY09 to ensure that Native American destination marketing organizations and tourism organizations gain a better understanding of AOT programs and grant opportunities. The information contained within the Guide provided instructions and practical advice on developing a solid marketing program that would allow Tribes to promote their tourism assets.

### GOALS:

- Create a guide book to offer a greater understanding of how the agency works and partnership opportunities for tribal destination marketing organizations and tribal tourism offices.

### ACTIONS:

- AOT worked with each internal division of the agency to create a reference guide that outlines the tourism development process as well as techniques for creating an effective plan. The guide included elements from Community Development, Visitor Services, Media Relations, Travel Industry Marketing, Tourism Research and Advertising and Fulfillment.

### RESULTS:

- Reference guide was placed onto AOT's business-to-business Web site, [www.AZOT.gov](http://www.AZOT.gov). The guide was also distributed at Tribal events that AOT attended.

## Relationship Building

**PROGRAM DESCRIPTION:** AOT works closely with Tribal partners to provide information on current programs and services in addition to receiving information about Tribal events, projects and tourism initiatives. Outreach to various Native American organizations is another opportunity to further tourism initiatives to Indian Country.

#### GOALS:

- Work with Arizona's 22 Native American tribes to increase national and international awareness of tribal tourism products.

#### ACTIONS:

- Communicated with all Tribal partners and kept them up-to-date on AOT's available resources and partnership opportunities.
- Collaborated on projects including, tourism plans, ecotourism development projects, communication plans, marketing efforts, grant applications, legislative issues, and workshops.

#### RESULTS:

- Results for relationship building are not measured.

### Arts and Crafts Brochure

**PROGRAM DESCRIPTION:** In partnership with the New Mexico Office of Tourism and the Council for Indigenous Arts and Culture, AOT created and distributed the "Which is Authentic Indian Handmade" brochure informing visitors of the importance of understanding the difference between authentically created Native American jewelry and art versus manufactured pieces and imported reproductions. The brochure is a vital component in encouraging travelers to understand the value of Native American art.



#### GOALS:

- Promote public understanding and awareness of handmade Native American arts and crafts.

#### ACTIONS:

- AOT worked in conjunction with the New Mexico Office of Tourism and the Council for Indigenous Arts and Culture on content for the informative brochure.

- The agency distributed the brochure to LVICs throughout Arizona and New Mexico.

#### RESULTS:

- More than 70,000 brochures were distributed in Arizona and New Mexico.

## National and International Efforts

### Executive/ Legislative Projects

#### Tourism Sustainability Council

**PROGRAM DESCRIPTION:** Sparked by the National Geographic Arizona Sonora Bi-national Geotourism Mapguide, which promotes the diverse culture and heritage attractions throughout the Sonoran desert (Southern Arizona and Sonora, Mexico), the Tourism Sustainability Council (TSC) is comprised of a diverse and deeply committed group of people who are working on applying sustainable practices to many of Arizona's sensitive travel destinations. The TSC includes business, education, tourism, water and land conservation and public leaders, representing some of the best thinking in the area of sustainability for the state. The Council is a tremendous advocate, resource and repository of information for sustainable tourism practices in Arizona.

Through the Tourism Sustainability Council, AOT has defined sustainable tourism as sustaining the culture, heritage and environment of a region while at the same time promoting economic growth and social wellbeing through tourism.

#### GOALS:

- Preserve the culture, heritage and environment of Arizona while promoting economic growth and social wellbeing through tourism.

#### ACTIONS:

- AOT has continued to communicate the importance of advancing the goals of the Tourism Sustainability Council. In its first year (FY09), the Council focused on sustainability issues and how to educate the tourism industry on these issues in the future.

#### RESULTS:

- The TSC is currently on hold as a new governmental administration was implemented in FY09. When the time is right,



AOT will work with the Governor's Office as well as the Council to create an implementation plan for the state to further the goals of sustaining the environment, culture and heritage of Arizona, while at the same time promoting economic growth and social well-being through tourism.

## National Efforts

### Travel Leadership Summit

**PROGRAM DESCRIPTION:** The Travel Leadership Summit is an event coordinated by the U.S. Travel Association, a national advocacy group for the travel and tourism industry. The Travel Leadership Summit encourages travel industry professionals from each state to unite in Washington D.C. and meet with their Congressional delegates to discuss issues important to the tourism industry. The summit is also an opportunity to increase the awareness of the economic and diplomatic benefits of the industry at the federal, state and local levels.

This year, more than ever, it was critical for the tourism industry to join together and speak with policy makers in Washington, D.C. in a united voice to discuss the issues that matter to the industry. Tourism has come under intense scrutiny during the past year and this summit provided the industry the opportunity to meet face-to-face with Arizona's Congressional delegation and reinforce the economic benefits of the industry.

#### GOALS:

- Advocate for the travel and tourism industry, while emphasizing the economic benefits at the federal, state and local levels.

#### ACTIONS:

- AOT joined a group of tourism industry leaders at the 4th annual Travel Leadership Summit in Washington, D.C. The Arizona delegation included representatives from the industry such as the Arizona Hotel and Lodging Association, Arizona Restaurant Association, AAA Arizona, Arizona Tourism Alliance, Greater Phoenix Convention and Visitors Bureau (CVB), Scottsdale CVB, Metropolitan Tucson CVB, Enchantment Group, The Westin Keirland Resort & Spa, and the Arizona Sports and Tourism Authority

#### RESULTS:

- In FY09, the Arizona delegation asked the state's Congressional delegation for their support on initiatives that benefit travel and tourism, such as the Travel Promotion Act – S. 1023, which

has passed through the Senate, and House HR 2935. The Travel Promotion Act would create a national tourism office funded through a \$10 fee on international visitors to the U.S. from non Visa Waiver Program countries, and money from the private sector.

- The delegation also asked for support on Senate Bill 1530 – Protecting Resort Cities from Discrimination Act of 2009.

## International Efforts

### Arizona Mexico Commission

**PROGRAM DESCRIPTION:** The Arizona-Mexico Commission (AMC) is a cross-border nonprofit organization. Its mission is to promote a strong, cooperative relationship with Mexico and Latin America through advocacy, trade, networking and information.

The AMC has 13 binational committees that act as industry and community advocates in partnership with the Comisión Sonora-Arizona (from Sonora, Mexico) to facilitate cross-border trade, business and community networking and binational information sharing. Tourism is included in these committees. Through AMC's work, Arizona and the U.S. economy benefit from enhanced binational trade and an open relationship with Sonora's public and private sectors.

#### GOALS:

- Expand the awareness of Arizona as a vibrant, diverse tourist destination through international projects that can enhance the visitor experience.

#### ACTIONS:

- The agency worked with the AMC, the Sonoran Office of Tourism, and the Arizona Department of Transportation to expand the Lukeville, Arizona Port of Entry. Lukeville is a popular port of entry/return for travelers visiting the resort town of Rocky Point, Mexico.

#### RESULTS:

- In FY09, AOT worked to develop a public/private partnership to fund the expansion of the Lukeville P.O.E. to facilitate the flow of traffic at the Lukeville port of entry. Funding was secured. Construction is scheduled to begin in Spring 2010.

## Border Governors Conference

**PROGRAM DESCRIPTION:** The Border Governors Conference (BGC) is the largest binational venue to discuss and resolve some of the most vital border issues affecting the United States and Mexico. These ten border states (Arizona, California, New Mexico, Texas, Baja California, Chihuahua, Coahuila, Nuevo Leon, Sonora, and Tamaulipas) represent the world's most dynamic binational region with a joint economy that ranks third in the world. These nations also share the busiest international border in the world spanning nearly 2,000 miles, with roughly 250 million people crossing annually. Nearly 90 million people call the states of this region home.

AOT's participation in the BGC has helped support many of the international programs in which the agency is involved and brings awareness of projects to border governors from both the United States and Mexico.

### GOALS:

- Participate in binational BGC committees to ensure Arizona is represented on important international travel issues.

### ACTIONS:

- The agency attended the BGC and participated in the tourism work tables to collaborate on ways to inform visitors of the new federal travel initiative — the Western Hemisphere Travel Initiative. This initiative now requires that U.S. and Canadian citizens need a passport or other WHTI compliant documents to enter and re-enter the United States by land or sea from the United States, Mexico, Canada, the Caribbean and Bermuda.

### RESULTS:

- Through AOT's business-to-business newsletter AOT in Action, AOT was able to reach more than 3,000 tourism industry professionals to inform them about the Western Hemisphere Travel Initiative. Additionally, AOT worked in partnership with the Arizona Department of Transportation's border districts to place temporary variable message signs at their port of entries, which include Lukeville, Nogales, Sasabe, Douglas, and Naco, four days prior to June 1 and one week after to remind travelers of the new initiative.

## Forthcoming Projects

### Additional Agency Activities

#### Arizona Centennial Commission

**PROGRAM DESCRIPTION:** In FY08, Governor Janet Napolitano signed an executive order establishing the Arizona Centennial Commission (AZCC), which is charged with planning a year-long celebration of Arizona's 100th birthday, culminating on Feb. 14, 2012.



To develop and implement the plan the AZCC collaborates with the Arizona Historical Advisory Commission (AHAC) to develop a statewide master plan for commemorating the Centennial. AOT supports the efforts of the AZCC to ensure every community in Arizona who wants to participate in Centennial celebrations will be able to.



Throughout the planning and implementing of Arizona's Centennial, the Commission and AOT will focus on five key strategies that will drive program development and delivery:

1. Create/leverage opportunities to increase awareness and shared understanding of what it means to be an Arizonan.
2. Create/leverage opportunities to participate, commemorate and learn from our history, heritage and diverse culture.
3. Deepen our approach to education about Arizona: Learn about our diverse heritage, natural resources, people and cultures.
4. Leverage Arizona's Centennial as an opportunity to build ownership and responsibility among Arizonans for the future including lasting legacies for future generations.



5. Establish avenues for resources and funding to encourage and support planning at the state and local level for major events and activities.

#### GOALS:

- Celebrate Arizona's 100th year of statehood through statewide centennial events that showcase the state's growth and development from Native American beginnings to 21st century innovation.

#### ACTIONS:

- AOT supports the AZCC as the committee works in collaboration with the Arizona Historical Advisory Commission and through established subcommittees to develop celebratory plans for Arizona's Centennial.
- AOT assists the commission and works closely with communities throughout the state to assist them in identifying programs, events and other opportunities to ensure their participation in the Arizona Centennial commemoration.

#### RESULTS:

- Centennial events will culminate on February 14, 2012. Results will be measured at that time.

## Conclusion – AOT Working for Arizona

The agency acknowledges that challenges faced in FY09 will continue to be challenges in FY10. Current indicators of the industry have already shown us that there could be further decline in visitation and economic impact to the state for 2010.

However, tactics applied in the beginning of FY10 to help offset this downturn have enabled the agency to make more strategic decisions, leverage partnerships, and maximize funding to finish strong at the end of the fiscal year.

Such tactics include AOT's implementation of a "bridge strategy" to complement the agency's overall FY10 strategic plan; the launching of a new national campaign; ramping up international marketing and

public relations efforts; building a stronger social media presence; and increasing the amount of key industry partnerships.

AOT's "bridge strategy" focuses on our industry partners and the development of in-state campaigns (traditionally not a focal target market) geared towards driving short-term revenue. One of these campaigns, ValueAZ.com (highlighted within the FY09 annual report), encouraged destination marketing organizations from across the state to showcase travel packages on the ValueAZ.com Web site, hosted by the Arizona Office of Tourism. This campaign is geared toward residents and encourages them to discover their own state while stimulating the local economy. ValueAZ.com is a great example of how tourism leaders worked together on one campaign that had wide sweeping benefits for the entire industry. The campaign has proven to be extremely successfully and will be extended into the fall months. Also incorporated into this "bridge strategy" is the increased use of social media opportunities. The agency has stepped into the social media realm and is active on social media Web sites such as Twitter and Facebook. Arizona currently has more than 5,000 follows on Twitter and more than 8,000 friends on Facebook.

Working in conjunction with AOT's "bridge strategy" is the launch of AOT's new national marketing campaign for Arizona. The campaign, titled "Free to Be," sends the message that Arizona is a destination where every traveler is "free to be" his or her best self. This fact animates much of the state's tourism marketing, from its brand dimensions to reams of research and the memories of so many Arizona visitors. In turn, the "Free to Be" campaign offers enormous marketing flexibility, enabling the agency to integrate AOT's multiple campaigns underneath the umbrella of the agency's national message. The national campaign is supported by a new Web site and social media efforts.

Additionally, for the Arizona tourism industry, AOT will continue to offer its long-standing grant programs to enable smaller/rural communities to market their tourist destination with programs that align with the agency's messaging.

For more information about AOT's FY10 marketing plans and program, visit the agency's business-to-business Web site, [www.AZOT.gov](http://www.AZOT.gov). Also, sign up for the AOT's weekly newsletter AOT in Action to receive the weekly updates on the agency's activities.